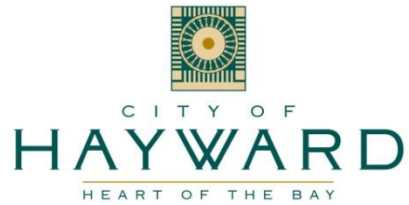


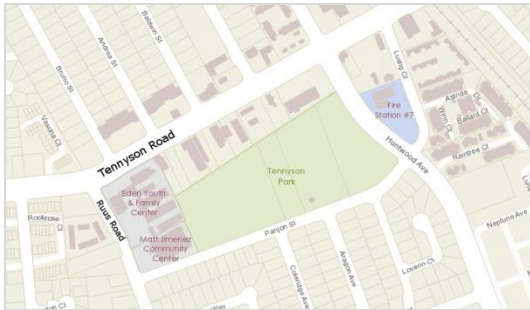
WORK SESSION

DISCUSSION OF EFFORTS TO DEVELOP AND CONSTRUCT A NEW YOUTH AND FAMILY MULTI-SERVICE CENTER ON CITY-OWNED PROPERTY AT TENNYSON AND RUUS ROADS





KEY QUESTIONS FOR COUNCIL



1. GOVERNANCE STRUCTURE
2. FUNDING
3. SELECTING A LEAD ADMINISTRATOR
4. LOCATION
5. SERVICE FOCUS



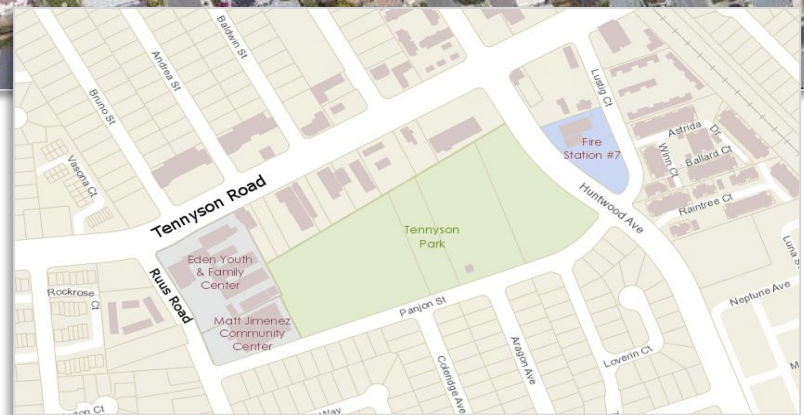
OVERVIEW

- CITY OF HAYWARD PROPERTY AT TENNYSON & RUUS
- MULTI-SERVICE YOUTH & FAMILY CENTER SINCE 1979
- NEW PHYSICAL FACILITY NEEDED
- ADJACENT PROPERTIES AND ASSETS:
 - MATT JIMENEZ COMMUNITY CENTER (OWNED BY CITY; OPERATED BY HARD)
 - TENNYSON PARK (OWNED AND OPERATED BY HARD)
 - FIREHOUSE CLINIC (OWNED BY CITY; CLINIC TO BE OPERATED BY TIBURCIO VASQUEZ)
 - NEARBY (<1mi.): TEEN CLINIC AT TENNYSON HIGH SCHOOL
- PAST COMMUNITY ENGAGEMENT & VISIONING EFFORTS
- RECENT EFFORTS LED BY ALAMEDA COUNTY SUPERVISOR VALLE

SITE MAP



PARCEL MAP





KEY QUESTIONS





1. GOVERNANCE STRUCTURE

- ESTABLISHING A MULTI-AGENCY GOVERNANCE STRUCTURE
- CORE GOVERNANCE STAKEHOLDERS: CITY, COUNTY, HARD
- OTHER KEY STAKEHOLDERS
- POSSIBLE TWO-PHASE GOVERNANCE STRUCTURE:
 - GOVERNANCE OF PROJECT DURING DESIGN/BUILD
 - GOVERNANCE OF PROGRAMMING AND OPERATIONS OF NEW CENTER ONCE BUILT



2. SELECTING A LEAD ADMINISTRATOR

- PROCESS:
 - WHAT PROCESS SHOULD BE USED TO IDENTIFY A LEAD ADMINISTRATOR FOR A NEW CENTER?
 - WHAT ROLE, IF ANY, SHOULD THE CITY PLAY IN OPERATIONS AND/OR FUNDING?
- OPERATIONAL ROLES AND SUPPORT:
 - WHAT ROLE SHOULD THE CITY PLAY, IF ANY, TO CONTRIBUTE OR DEVELOP ADDITIONAL OPERATING FUNDING?
 - WHAT ROLE SHOULD THE CITY PLAY, IF ANY, TO ADMINISTER DAILY OPERATIONS OF A NEW CENTER?
 - TO WHAT EXTENT SHOULD REVENUE GENERATION BE PART OF THE OPERATING MODEL?



3a. FUNDING: CAPITAL

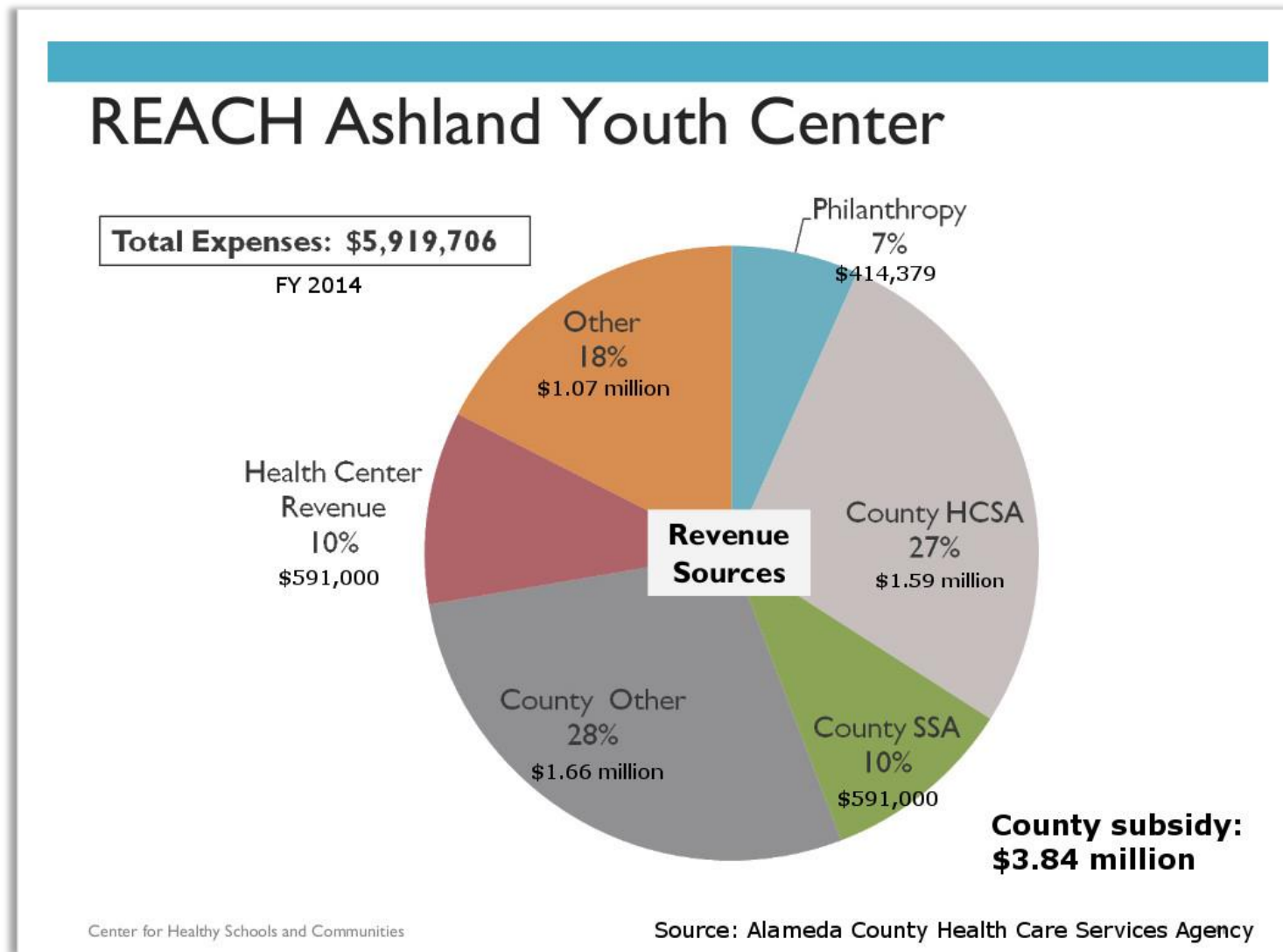
- APPROX. \$16.8M IN CAPITAL PLEDGES AND SECURED FUNDING TO DATE
 - \$9.6 MILLION – ALAMEDA COUNTY
 - \$5.0 MILLION – KAISER PERMANENTE
 - \$2.2 MILLION – ALAMEDA COUNTY OFFICE OF EDUCATION
 - POTENTIAL USE OF CITY/HARD OWNED PROPERTIES
- ACTUAL CONSTRUCTION COSTS DEPEND ON EXACT DESIGN, FUNCTION
- SITE-SPECIFIC DESIGN, CONSTRUCTION COST ESTIMATE NEEDED
- WHAT IS COUNCIL'S DESIRED USE & DISPOSITION OF THE SITE PROPERTY?
 - RETAIN PROPERTY OWNERSHIP; MAINTAIN OPERATIONAL CONTROL OF FACILITIES?
 - EXPLORE LAND USE AGREEMENT; RETAIN OWNERSHIP OF LAND BUT ALLOW COUNTY TO BUILD?
 - PARTNERSHIP AND/OR NEW LAND AGREEMENTS WITH HARD?
 - OTHER OPTIONS?



3b. FUNDING: OPERATIONAL

- EST. OPERATING COST OF A NEW CENTER: \$3M - \$8M / YEAR
- IDENTIFICATION OF EXACT SCOPE OF SERVICES NEEDED
- ALAMEDA COUNTY OPERATES FOUR YOUTH CENTERS
- FY 2014 TOTAL OPERATING COSTS : \$17M
- TOTAL FUNDING SUPPORT FROM COUNTY IN FY 2014: \$8.9M (52%)
- WHAT ROLE SHOULD THE CITY PLAY RE ADDITIONAL OPERATING SUPPORT, IF ANY; AND WHAT FORM MIGHT IT TAKE?

REACH CENTER OPERATING EXPENDITURES FY 2014

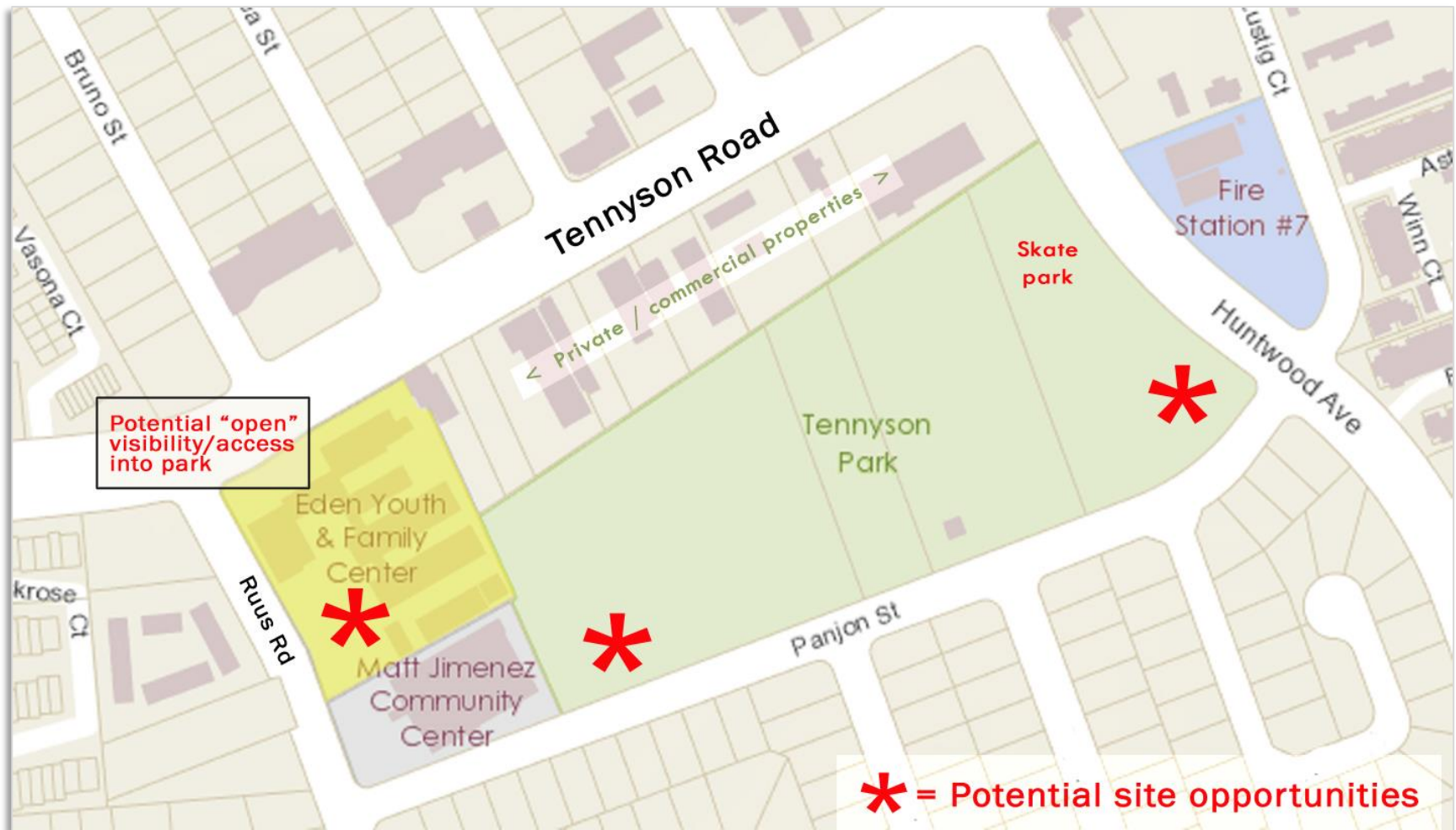




4. LOCATION

- EARLY CONCEPTUAL ASSUMPTION: NEW CENTER BUILT ON SITE OF OLD
- NEARBY ASSETS: MJCC, TENNYSON PARK, FIREHOUSE CLINIC, TENNYSON HS TEEN CLINIC
- OPPORTUNITY FOR SYNERGY
- DESIRE TO “OPEN” THE PARK TO TENNYSON ROAD (VISIBILITY, ACCESS)
- SITE-SPECIFIC EVALUATION OF LOCATION OPTIONS:
 - EXPLORE POSSIBILITIES OTHER THAN REPLACING BUILDING IN THE EXACT SAME LOCATION?
 - SHOULD ANY NEW FACILITY CONNECT WITH, PROGRAMATICALLY OR PHYSICALLY, MJCC?

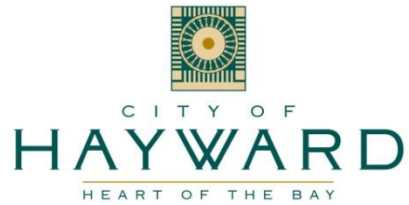
POTENTIAL SITE OPPORTUNITIES



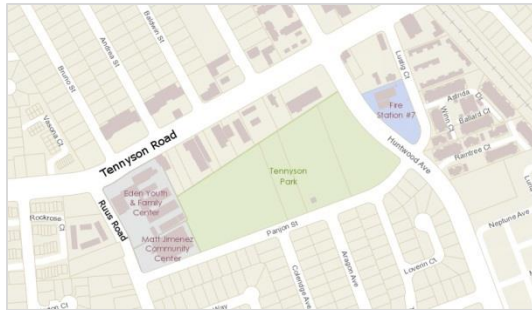


5. SERVICE FOCUS

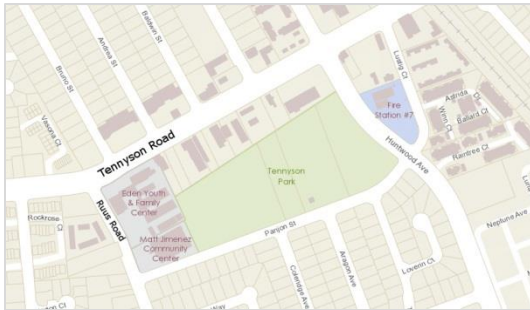
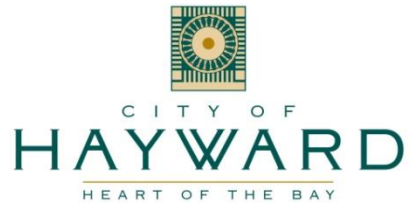
- IDENTIFY DESIRED SERVICE TARGET POPULATION
 - TEENS
 - FAMILIES
 - BOTH
 - NEIGHBORHOOD
 - LARGER COMMUNITY
- SCOPE OF SERVICES
 - BROAD
 - NARROW
 - TARGETED



KEY ELEMENTS: REVIEW



1. GOVERNANCE STRUCTURE
2. FUNDING
3. SELECTING A LEAD ADMINISTRATOR
4. LOCATION
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QUESTIONS & DISCUSSION